

THIS WEEK



HOW TO HINDER INNOVATION: 3 MISTAKES LEADERS MAKE

Building and leading a culture of innovation is no easy task. But, in a time of disruption and transformation, it's a critical activity for health care leaders. They undoubtedly will face challenges along the way, but they can avoid these three common mistakes, which were shared in a recent AHA Center for Health Innovation and University of Chicago Booth School of Business course on innovation culture.

Relying on past experience to make decisions. Leaders often rely on their experience and patterns they've seen in the past to make decisions. This can be effective in a static environment but, in a rapidly changing environment, we can't always rely on existing best practices. During times of disruption, complex challenges are more likely to be solved by emerging or novel solutions. To identify them, leaders must experiment, learn from successes and failures and iterate.

Not casting a wide enough net for innovative ideas. Identifying breakthrough solutions is a numbers game — the more ideas, the more likely you are to find a novel solution to your biggest challenges. To illustrate the point, Gregory Bunch, professor of entrepreneurship at Booth who

led the course, pointed to venture capital (VC) firms and their deal flow. A top-tier VC firm may consider more than 3,000 potential startups for investment each year. Of those, the VC performs due diligence on about 70 of those, and makes four to five major investments. Even with that volume of deals, VCs expect a major home run only every two to four years. Translation: VCs see 6,000-12,000 innovative ideas for every breakthrough success. Innovative leaders seek inventive ideas from every level of the organization, in every place they can. They have to.

Trying to measure innovation. Innovation — that is, business model innovation — can't really be measured. When we're really innovating, we don't know what to measure. And when we think we know, we may need to iterate and measure something else instead. Leaders who embrace innovation understand which projects and programs must be managed by key performance indicators and which are not yet ready for measurement. This requires patience. Leaders of legacy organizations often expect a return on investment too quickly than is reasonable for a net new business idea. Innovative leaders understand what VCs do: It takes years, sometimes a decade, to see meaningful returns on even breakthrough ideas.

To learn more, join us for the next offering of this course, "[Building and Leading a Culture of Change](#)," at the University of Chicago Booth School of Business's Gleacher Center in Chicago on July 9.

DOES YOUR INNOVATION TEAM INCLUDE NURSES?



Nurses regularly tackle clinical and operational challenges in innovative ways as they go about ensuring the best care for their patients. But, often the impact of their innovations are limited to the patients they care for directly. Not including nurses in enterprisewide innovation initiatives is a missed opportunity for hospitals and health systems, finds a new [report](#) from the BDO Center for Healthcare Excellence &

Innovation and Penn Nursing, conducted by HealthLeaders Media.

"When many people think about nurses, they think about the caregiver role, but they don't think very much about us as innovators, when in fact, we are master innovators. We are problem solvers [and] solution builders," says Antonia M. Villarruel, PhD, R.N., dean, Penn Nursing.

Nurses are well suited to lead innovation efforts around some of the areas most ripe for innovation, including care coordination, management of chronic disease and population health. Further, nurses are critical to the successful uptake and adoption of new interventions and technologies. "No matter how promising a new health technology, regulatory update or organizational process might seem, if the nurses within a health organization or business do not find it practical or valuable in the day-to-day patient setting, it will die on the vine," says David Friend, M.D., chief transformation officer of BDO's Center for Healthcare Excellence & Innovation.

The report shares four ways health care organizations can integrate nurses more fully into innovation activities:

- Remove barriers that discourage nurses from practicing to their full scope.

- Teach and support rigorous approaches to nursing innovation, including human-centered design and entrepreneurship skills. Doing so will help nurses see themselves as innovators.
- Create organizational structures and incentives for interdisciplinary innovation teams.
- Elevate at least one nursing leader to the C-suite of every clinical and broader health business.

THE FUTURE IS HERE: AI-GENERATED RADIOLOGY REPORTS GO LIVE AT HARDIN MEMORIAL HEALTH

Hardin Memorial Health in Elizabethtown, Ky., has become the first health system to implement [IBM Watson Health Imaging's artificial intelligence-powered software, Patient Synopsis](#). The program, trained by radiologists, integrates with and draws information from a health system's existing platforms, including picture archiving and communication systems and the electronic health record, to compile information into a single-page summary, organized into 12 categories. Patient Synopsis does this within seconds and is a glimpse into the potential AI can have on aggregating and synthesizing large amounts of disparate and complex data so that caregivers can make better informed decisions. Jesse Bryant, the first physician to use the system at Hardin, says, "It gives us broader situational awareness that will help us make even better patient decisions and it does it in a single view."



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